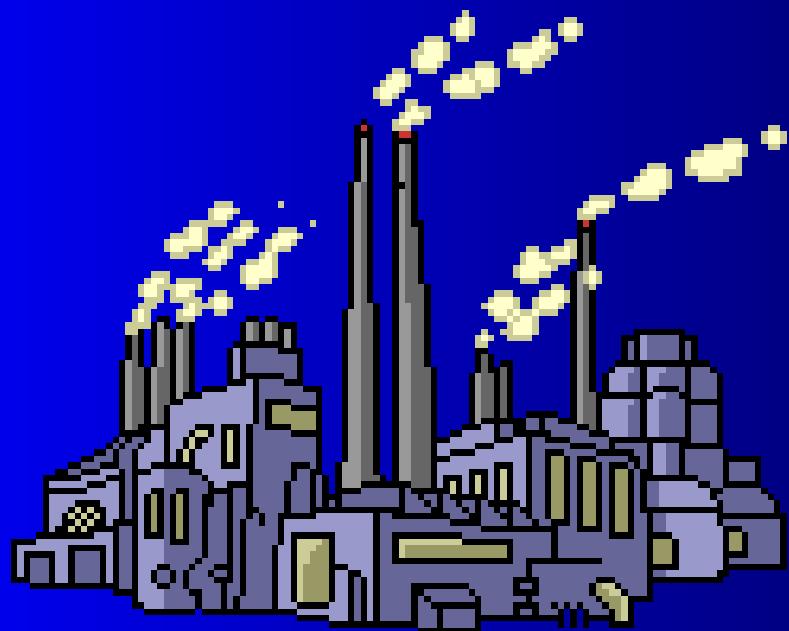


BOSS CONTRACTING



* CHARLOTTE
HALSTEAD
3CONS/LGCZ
* Elmendorf AFB, AK

Base Operational Support
Services (BOSS) Contract

AGENDA

- How and Why Does The BOSS Decision Start?
- Requirements.
- BOSS Relationships That Work:
Industry/PM/Contracting
- Incentives: Do They Work?
- Inherent Difficulties!
- Lessons Learned

INTRODUCTION

This session will provide

- * Knowledge of how/why to award a BOSS contract
- * Some examples
- * Inherent difficulties
- * Lessons learned
- * 1ST - Does anyone have any BOSS background?

VOCABULARY

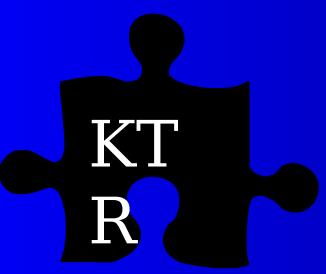
- ✿ Base Operational Services (BOS) vs. Base Operational Support Services (BOSS)
- ✿ GOCO: Government Owned Contractor Operated
- ✿ CO: Contracting Officer
- ✿ PM: Program Manager
- ✿ A-76 study/Outsourcing: Changing performance of a requirement from the DoD service provider (AF) to contractor or civilian function.

VOCABULARY - CONTINUED

- ✿ IRP: Installation Restoration Program
- ✿ MAR: Minimally Attended Radar
- ✿ LRRS: Long Range Radar Site
- ✿ SRRS: Short Range Radar Site
- ✿ O&M: Operation and Maintenance
- ✿ FOB: Forward Operating Bases
- ✿ NOTAMS: Notice To Airmen
- ✿ BASH: Bird Air Strike Hazard

BOSS

- Base Operating Support Services (BOSS) :
a services contract, awarded by the operational contracting organization, which provides services and support to operate a base.
- Description of Services: broad, so that changes in Mission or Readiness can be accommodated as “In Scope” work.



KT
R



PC
O

OVERVIEW

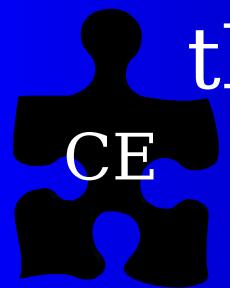


refueli
ng



Air
Force

- Imagine changing the Air Force's blue suiters daily activities into GOCO performance.
- Look at some challenges of converting from blue suiters to contractor and how to work out the kink.



CE



Tene
ts



IG



DCA
A



P
M

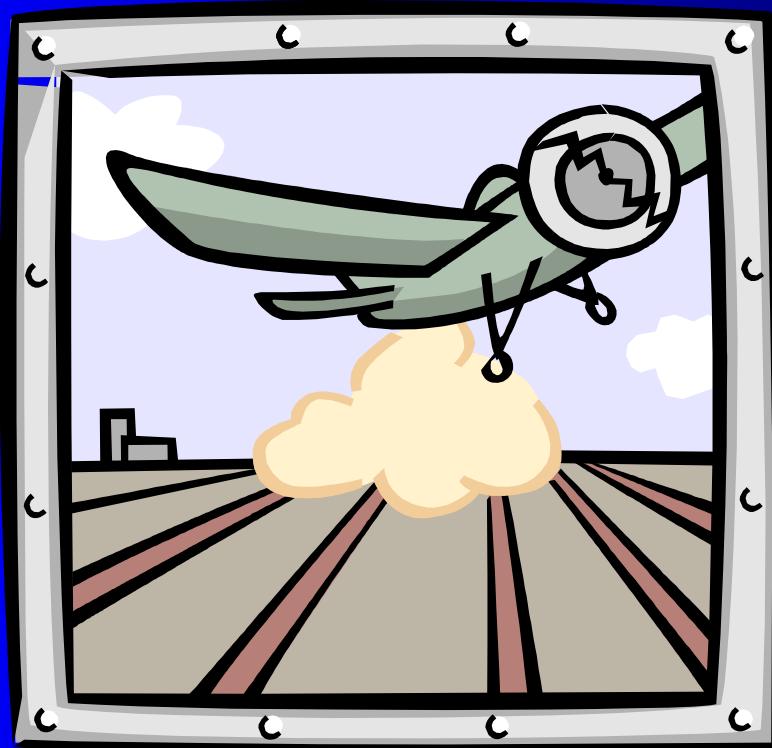
How/Why Does a BOSS Decision Start?

- Outsourcing decision to do an A-76 cost study or Caretaker Status comes from AF.
- Establish a cost and performance baseline that crosses organizational lines:
 - work orders
 - financial prioritization
 - equipment maintenance

CONTINUED

- Goal: achieve cost savings/reduction in remote tours or the AF requirement goes away and a new requirement develops that can be solicited.
- Premise: most requirements are cross-functional. Example: airfield management
- Exercise: Breakdown airfield management into processes

EXERCISE: AIRFIELD MANAGEMENT



Airfield Management

- Inspections/Checks
- Grounds/Pavement
- Base Operations
- Flight Service Sections
- Flight Planning Room
- Air Crew Lounge
- Documentation
- NOTAMs
- Airfield Restrictions
- Airfield Lighting
- Barriers
- Fire/Crash Operations
- BASH

RELATIONSHIP THAT WORK FOR BOSS

- * The success of a BOSS is based on the ability to partner and communicate with all parties. All parties are important.
- * Industry are the commercial technical experts (best practices/innovation) and doers.
- * Program Managers are the belly button for all functionals' coordination.
- * CO holds the warrant, facilitates and has the overall contract responsibility.
- * Tenants are the base occupants and users.
- * Exercise: Coordinate an emergency response.

EXERCISE: EMERGENCY RESPONSE



- Tenant worker injured on the job
- Prompt Emergency Response
- BOSS Contractor Medical Staff consult Physician
- Condition determined not critical, no Medivac necessary
- Tenant group quit working/Congressional inquiry

INCENTIVES - DO THEY WORK?



Yes

- ✿ IF they are simple.
- ✿ IF the contractor is incentivised (can reach the carrot)!
- ✿ IF the government's evaluation is fair
- ✿ IF there is mutual trust that allows frank, open discussions and joint determination of how you'll both achieve your cost/performance goals

INHERENT DIFFICULTIES



- ★ Manpower to support workload.
- ★ Communication that connects with the right person!
- ★ Contractor direction that is CO driven.
- ★ Writing a PWS
- ★ Commanders go from Task Master to Program Manager

Eareckson Air Station (EAS), Alaska



- ★ EAS: contracted out in October 1995 under direct conversion
- ★ EAS: located approximately 1500 miles from Elmendorf AFB, AK
- ★ Missile Defense is now a tenant organization on EAS.

<https://www.mil.elmendorf.af.mil/orgs/tenants/Eareckson/index.htm> (.mil access only)

EAS, Alaska - CONTINUED

Contract responsibilities currently are

- ✳ Medical
- ✳ Environmental (except IRP)
- ✳ Airfield Management
- ✳ Fuels Management
- ✳ Supply Management
- ✳ Air Station Transportation
- ✳ Services
- ✳ Weather
- ✳ Security
- ✳ Disaster Preparation
- ✳ Civil Engineering



ALASKA RADAR SYSTEM

- Data transmission to ROC (Elmendorf AFB) via 18 remote sites:
- 15 LRRS: Loc-Mart AN/FPS 117 MAR
- 3 SRRS: AN/FPS 124 (unmanned)
- BOSS included only on certain LRRS



ALASKA RADAR SYSTEM - CONTINUED



First contracted out in
June 1977 for:

- Facility Maintenance
- Communications
- Electronic Maintenance
- Civil Engineering
- Logistics
- Airfield Operations
- Power Production

Today: Very Mature
requirement

KING SALMON & GALENA AIRPORTS

- ✿ Caretaker Status for O&M requirements at the FOBs King Salmon Airport and Galena Airport, Alaska.
- ✿ Mission:
- ✿ receive diverted aircraft
- ✿ support scheduled exercise aircraft/deployments
- ✿ maintain facilities/utilities for possible reconstitution



WHERE TO GET MORE INFORMATION

- * Article in Program Manager, “Outsourcing Base Operations Support Functions”
- * Article in Contract Management, “The Changing Face of Operational Contracting”
- * Author of both is Lt. Col Rene G. Rendon, USAF, CPCM, CPM.

TO SUM IT UP! LESSONS LEARNED

- * Partnering and communication cannot be understated.
- * BOSS can be very convoluted and expansive work.
- * Takes competent, trained, responsible personnel to get it right!
- * Use training info in discussions involving requirements/A-76 studies.
- * Questions/Feedback?